



# Comprehensive System of Personnel Development

## Recruitment and Retention

### What is a Comprehensive System of Personnel Development (CSPD)?

A multi-agency, cross-disciplinary system designed to address the challenges faced in the Early Childhood (EC) workforce, including:

- Shortages of personnel
- Need for additional training at both the pre-service and in-service levels
- Inconsistent alignment of state and national competencies and standards
- Challenges faced by EC personnel due to the diversity of needs of young children and their families
- Inequities of preparation and compensation among those providing services

An effective CSPD must:

- Coordinate and address state needs for quantity and quality of EC personnel and their degree of knowledge and support needed
- Monitor progress through ongoing evaluation to assess the capacity to implement program quality standards that result in improved outcomes for children and families

The Arizona Early Intervention Program (AzEIP), in conjunction with the Arizona Department of Education (ADE), other early childhood programs, Institutes of Higher Education, and other state agencies, is responsible for the coordination of the Arizona CSPD.

### What is the Recruitment & Retention subcomponent?

This subcomponent workgroup addresses the need to ensure that positions are filled by individuals who meet state and national qualifications to provide early childhood services.

The Recruitment and Retention workgroup does the following:

- Uses strategies for recruitment and retention that are based on data, current research and stakeholder input
- Uses strategies that target discipline-specific shortages.
- Examines the effectiveness of the strategies used.
- Considers facilitating conversations that promote access to career pathways and ladders.
- Uses strategies that focus on induction and mentoring to support and retain personnel.
- Uses strategies that address alternative routes to certification.
- Supports development of an online recruiting system.

### Why is Recruitment & Retention important?

Having a plan in place to continuously evaluate and address recruitment and retention concerns will ensure that there are adequate numbers of professionals to serve young children and their families in the state.

### Who should be on the workgroup?

- State Part C (early intervention) and Part B 619 (early childhood special education) Coordinators
- Family Member
- Early Care and Education Organizations
- State Certification/Licensure Representative
- Institute of Higher Education Faculty and University Center for Excellence in Developmental Disabilities (UCEDD) staff
- Direct Service Providers

# Quality Indicators for Recruitment & Retention

Quality indicators were developed by the Early Childhood Technical Assistance (ECTA) Center to support states in understanding the specific elements needed for a Comprehensive System of Personnel Development (ECTA, 2015). The following are specific to the work of the Recruitment & Retention subcomponent workgroup.

**Quality Indicator 2.1:** The CSPD implements recruitment and retention strategies for early childhood staff across disciplines.

- The state Part C and Part B 619 system collects and analyzes personnel needs using multiple data sources. The data includes information on each employed staff: their qualifications by IHE degree, state license, certification, or endorsement.
- Data on needed staff (shortages) for early childhood programs by discipline are collected and analyzed by the state Part C and Part B 619 system.
- Data on numbers of graduates from state and national personnel preparation programs across disciplines serving in early childhood are collected and analyzed by the state Part C and Part B 619 system.
- Recruitment strategies for early childhood staff are coordinated with national and state professional organizational initiatives.
- Recruitment strategies for early childhood staff are implemented in IHE personnel preparation programs across disciplines and programs (e.g., Associates, Bachelor and Graduate Degree programs).
- Recruitment strategies for early childhood staff are implemented in various feeder sources (e.g., childcare programs; middle and high schools).
- Recruitment strategies for early childhood staff across disciplines use incentives to attract early childhood candidates into EI/ECSE programs of study (e.g., articulation pathways between 2 and 4-year preparation programs; tuition waivers for completion of an approved preparation program; loan forgiveness for tuition loans; partnerships between EC programs, school districts and IHE programs etc., alternative routes of certification).
- A system of retention strategies is implemented for early childhood staff across disciplines at the state and program level including: expert and peer mentoring systems; reflective supervision opportunities; career ladders and financial bonuses; recognition and advancement programs; scholarships for graduate degree and professional development programs; loan reimbursement programs for past IHE tuition; access to individualized and ongoing in-service professional development systems.

To learn more about CSPD or join us, please contact [azcspd@azdes.gov](mailto:azcspd@azdes.gov) or 602-532-9960.